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CAREER PLANNING: LESSONS LEARNED FROM MARINES WITH A BREAK IN SERVICE

CENTER FOR NAVAL ANALYSES

1401 Wilson Boulevard
Arlington, Virginia 22209

Marine Corps Operations Analysis Group

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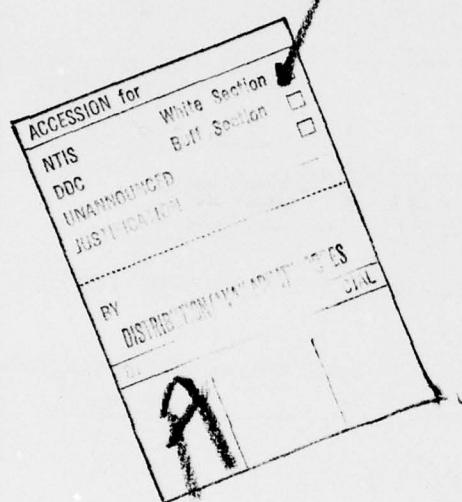
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a career Marine (career planner or commander) may accept the reported experience of his peer who recently tried civilian life and found the Marine Corps more desirable. ↗



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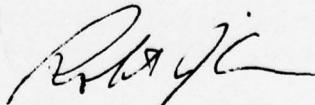
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1. Enclosure (1) is provided as a matter of possible interest.
2. This report is an analysis of questionnaire responses collected from enlisted Marines who recently served one enlistment, returned to civilian life and then reenlisted in the Marine Corps. The questionnaire dealt with reasons for reenlistment and comparisons of military and civilian life. The result of this analysis may assist Career Planners in their reenlistment efforts by providing additional information for young Marines as they make their reenlistment decision.
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TABLE OF CONTENTS

	<u>Page</u>
Introduction	1
Purpose	1
Background	1
Summary of responses to the questionnaire.....	1
Characteristics of returning Marines	3
Rank achieved before and after break in service	3
Marital status.....	3
Original career intentions	3
Current career plans	7
Occupational field	7
Attitudes toward civilian life.....	10
Length of service and break in service	10
Deployments	12
The initial enlistment decision	14
The break in service.....	15
A comparison of civilian life with Marine Corps life	15
The Marine Corps--civilian comparison and retention.....	16
The reenlistment decision	17
Why Marines return to the Corps.....	17
Returning Marines and their attitudes toward career service	18
Marine Corps policy changes and reenlistment.....	20
Policy changes to encourage reenlistment	22
Profiles of returning Marines and career planning strategy.....	24
Career planning strategy	24
Profiles of the returning Marines.....	25
References	31
Appendix A - Survey of Marines with break in service.....	A-1 - A-4
Appendix B - Tabulation of questionnaire responses	B-1 - B-12

INTRODUCTION

PURPOSE

This analysis is based on questionnaire responses of 592 enlisted Marines who recently returned to active duty after a break in service. The analysis will show that these Marines have much in common with Marines who are approaching the end of their first enlistment. It may offer a new tool to career planners counseling young Marines who are less receptive to the advice of officers and staff noncommissioned officers (NCOs). The career planner will be able to respond with experience-based data to some of the reasons a young Marine may give for not considering reenlistment. For instance, this analysis provides comparisons of civilian and military jobs, job benefits, and other factors about which the young Marine can only guess. With this information, the career planner may persuade the young Marine to more seriously consider the place of the Marine Corps in his future.

BACKGROUND

During late 1975, the Marine Corps suffered critical shortages of helicopter technicians in certain occupational specialities. The Commandant requested that the Marine Corps Operations Analysis Group (MCOAG) investigate the extent and causes of the shortages. In response, a memorandum entitled, "The Helicopter Technician Analysis," was published (reference 1).

Reference 1 was based, in part, on a questionnaire that provided data on enlistment objectives, reenlistment plans, attitudes about selected Marine Corps policies, and how those policies affect retention. In addition, the questionnaire provided insights into the perceptions young Marines have about selected aspects of civilian life compared to Marine Corps life. Since many young Marines reenlist each year after a break in service, it was apparent that more realistic data on the comparison of civilian and Marine Corps life could be obtained.

SUMMARY OF RESPONSES TO THE QUESTIONNAIRE

The questionnaire used in this analysis is included as appendix A, and the responses are tabulated in appendix B. The typical Marine in this group is a married Corporal who initially joined the Marine Corps to serve one tour (82 percent) but now expects to serve until retirement (53 percent). Most (66 percent) served on at least one overseas deployment before their break in service. The average Marine served an initial tour of about 38 months, left the service for 23 months, and has served 14 months after returning to active duty. Total military service averages just over four years.

The reasons most gave for joining the Corps initially were "to serve my country" or "to be a Marine." The most often cited reasons for returning were "job security" and "Marine Corps pay and benefits." The Marine Corps is viewed as preferable to the best civilian job alternative in terms of retirement benefits, job security, leave, medical care, and travel opportunity. Working conditions and hours, pay, and housing were considered to be better in civilian life than in the Marine Corps.

When asked if they would reenlist upon completion of their current enlistment, 45 percent of the respondents said "yes" or "probably yes," and 26 percent were undecided. The majority (73 percent) indicated that if they did leave the Marine Corps, it would be because of undesirable aspects of the Corps rather than because of desirable aspects of civilian life.

CHARACTERISTICS OF RETURNING MARINES

RANK ACHIEVED BEFORE AND AFTER BREAK IN SERVICE

Most (97 percent) of the respondents were first-term Marines with a rank of Sergeant or below prior to their break in service. Their current rank distribution is very similar (see table 1). About 54 percent of those responding are now at the same rank they held when they left the Corps. The number (127 men) now at a higher grade is about the same as the number (130 men) now at a lower grade. Most (90 percent) are no more than one grade away from the grade held upon leaving the Corps.

These findings are expected, based on current Marine Corps regulations governing the grade determination of returning Marines. Those who reenlist after a break in service may be awarded a lower grade upon returning to active duty, based on their length of inactive service, military occupational specialty (MOS), Marine Corps Reserve participation, and training and employment while inactive (see MCO P1040.31- and MCO 1220.5-). For example, a Corporal with a 6- to 12-month break in service would ordinarily return as a Lance Corporal. A Corporal in a critically short MOS¹ would return as a Lance Corporal if his break in service were between 24 and 48 months. Although most returning Marines take an initial rank reduction, there are time-in-grade credits for lower ranking Marines (E1-E4). These credits make earlier promotion possible for the returning Marine who performs well. Most of the men in this sample have probably earned a promotion since returning to active duty.

MARITAL STATUS

The grade structure of married and single Marines from the sample shows that higher ranking Marines are more likely to be married, and the married Marines are more likely to be higher ranking (see table 2). Most (62 percent) are now married. (Their marital status upon initial enlistment or reenlistment is not known.) Married Marines differ from single Marines in their attitudes toward reenlistment and in their career intentions (as will be discussed). A knowledge of these differences can help career planners in counseling Marines who are completing their first enlistment.

ORIGINAL CAREER INTENTIONS

Marines in the sample were asked to classify their career intentions at the time of their first enlistment (see question 14, appendix A). Table 3 shows the available

¹As defined by Marine Corps Order 1220.5C and MC Bulletin 1220.

TABLE 1
RANK OF MARINES WITH A BREAK IN SERVICE

Rank achieved before break in service	Current rank						<u>Total</u>
	<u>Staff NCO (E6-E9)</u>	<u>Sergeant (E5)</u>	<u>Corporal (E4)</u>	<u>Lance Corporal (E3)</u>	<u>PVT-PFC (E1-E2)</u>	<u>Not reported</u>	
Staff NCO (E6-E9)	10	5	1	2	0	0	18
Sergeant (E5)	3	153	38	13	6	4	217
Corporal (E4)	1	52	87	41	11	0	192
Lance Corporal (E3)	0	9	36	42	13	3	103
PVT-PFC (E1-E2)	0	1	9	16	6	2	34
Not reported	2	5	9	10	2	0	28
Total	16	225	180	124	38	9	592

TABLE 2
MARITAL STATUS BY CURRENT GRADE^a

	<u>Total</u>	<u>Current grade</u>			
		<u>Lance</u> <u>Corporal</u> <u>or</u> <u>higher</u>	<u>Corporal</u> <u>or</u> <u>higher</u>	<u>Sergeant</u> <u>or</u> <u>higher</u>	<u>Staff NCO</u>
Married	363 (100)	348 (96)	283 (78)	181 (50)	12 (3)
Single	218 (100)	195 (89)	136 (62)	58 (27)	4 (2)
		<u>Lance</u> <u>Corporal</u>	<u>Corporal</u>	<u>Sergeant</u>	<u>Staff NCO</u>
Married	15 (40)	65 (52)	102 (57)	169 (76)	12 (75)
Single	23 <u>(60)</u>	59 <u>(48)</u>	78 <u>(43)</u>	54 <u>(24)</u>	4 <u>(25)</u>
Total	38	124	180	223	16

^aNumbers in parentheses are percentages.

TABLE 3
CAREER PLANS BY MARITAL STATUS^a

<u>Initial career plans</u>	<u>Current marital status</u>		
	<u>Married</u>	<u>Single</u>	<u>Total</u>
Be a career Marine	71 (19)	32 (15)	103 (17)
Serve one enlistment and then decide	215 (57)	121 (57)	336 (57)
Serve one enlistment only	89 <u>(24)</u>	61 <u>(29)</u>	150 <u>(25)</u>
Total	375	214	589
 <u>Current career plans</u>			
Career service planned	201 (60)	86 (42)	287 (53)
Career service not planned	134 <u>(40)</u>	119 <u>(58)</u>	253 <u>(47)</u>
Total	335	205	540

^aNumbers in parentheses are percentages.

choices and the responses. The majority (57 percent) originally intended to serve one enlistment and then decide about staying in the Marine Corps. (In fact, they all left the Corps and then returned.) Only 17 percent intended to be career Marines when they first enlisted. It is important that the majority (83 percent) of these men did not intend to serve a full career. The career planner can point out to his client that few of these returning Marines started out with career intentions, and the young Marine who is uncertain about his goals should realize that this feeling is typical rather than evidence against reenlistment.

CURRENT CAREER PLANS

The career plans of the respondents have changed significantly since they first enlisted (see question 15, appendix A). While 17 percent initially intended to serve a full career (20 years or more), 53 percent now think they will do so. This increase in career intentions among returning Marines is not surprising. However, the emerging differences between married and single Marines (table 2) is significant in that it shows different interests that should be dealt with in different ways. Sixty percent of the married, and 42 percent of the single, Marines express career intentions. This difference can be explored by considering the reasons given for returning to active duty. The respondents were asked to classify each of nine selected reasons as either "very important," "less important," or "not a reason" for their return to the Marine Corps (see question 19, appendix B). Table 4 shows some of the results. Fifty-four percent of the married Marines most often cited job security as a "very important" reason for reenlisting. Thirty-eight percent of the single Marines most often cited travel as a "very important" reason. These concerns are understandable and indicate that different approaches should be taken in counseling married and single Marines.

OCCUPATIONAL FIELD

The returning Marines have been classified by previous and current occupational field (questions 1 and 2, appendix A). Table 5 shows the results for 13 occupational fields (OF); the data is included in appendix B. About 20 percent of those returning are in the infantry field, while 21 percent of all enlisted Marines are in this field. The next largest occupational field representation is aircraft maintenance, with 9 percent of the returning Marines and 8.4 percent of all enlisted Marines. The sample of returning Marines is very similar in OF distribution to the total enlisted force. Most of the returning Marines (72 percent) reported that they are working in the job they were trained to perform. Most believe that they earn their pay (94 percent) and that they have benefited from being in the Marine Corps (86 percent) (see questions 10, 11, and 12, appendix A).

TABLE 4
"VERY IMPORTANT" REASONS FOR RETURNING TO
THE MARINE CORPS

Reason noted	Marital status						Total weight ^a
	Married number	Married weight ^a	Single number	Single weight ^a	Total number	Total weight ^a	
Wanted job security	199	54	79	36	278	47	
Wanted Marine Corps pay and benefits	137	37	66	30	203	34	
Missed Marine Corps life and friends	117	32	71	32	188	32	
Couldn't find a good job	104	28	60	27	164	28	
Travel	81	22	83	38	164	28	
Couldn't find any job	47	13	34	15	81	14	
Didn't like civilian job	57	15	27	12	84	14	
Didn't like civilian life	48	13	27	12	75	13	
Wife wanted to return	72	20	—	—	—	—	
(Total number of Marines)	369	—	221	—	590	—	

^a Weight is the percentage of men in each marital status listing the reason as a "very important" one.

TABLE 5
OCCUPATIONAL FIELDS OF RETURNING MARINES

<u>Occupational field</u>	<u>Number of Marines</u>		<u>Percent</u>	
	<u>Previous</u>	<u>Current</u>	<u>Previous</u>	<u>Current</u>
03 Infantry	131	116	22	20
60/61 Aircraft maintenance	52	54	9	9
35 Motor transport	51	53	9	9
25 Communications	56	49	9	8
01 Administration	42	47	7	8
30 Supply	40	46	7	8
13 Engineer	32	31	5	5
08 Field artillery	24	24	4	4
66 Avionics	15	23	3	4
33 Food service	22	23	4	4
58 Military police	12	12	2	2
18 Tank	10	11	2	2
Other	95	95	16	16
No response	10	8	2	1
Total	592	592	(100)	(100)

ATTITUDES TOWARD CIVILIAN LIFE

The respondents were asked to compare Marine Corps life with civilian life in 19 selected areas. Table 6 presents a summary of the comparison. Marine Corps life is rated above civilian life in terms of job satisfaction and recognition, technical training, promotion, supervisor concern for the individual, and leave and retirement benefits. Civilian life is viewed as better in terms of pay, working conditions, and fair treatment by supervisors. By reenlisting, these Marines have shown that they believe Marine Corps life is preferable to civilian life once all advantages and disadvantages of each are considered.

TABLE 6
COMPARISON OF MARINE CORPS AND CIVILIAN JOBS

<u>Job aspect:</u>	<u>Better as Marine</u>	<u>About the same</u>	<u>Better as civilian</u>
Fair treatment by supervisor	123	212	247
Working conditions and hours	113	168	303
Concern of supervisors for your welfare	244	181	154
Vacation or leave	441	96	46
Promotion or advancement	265	153	161
Pay	115	134	329
Satisfaction with your job	228	187	166
Technical training	230	175	171
Recognition for superior performance	219	177	181
Retirement benefits	456	81	45

LENGTH OF SERVICE AND BREAK IN SERVICE

Each respondent was asked to record the length of his initial service, his break in service, and his service since returning to active duty. Table 7 shows this data grouped into three-month blocks. Many (70 percent) served a full 2-, 3-, or 4-year tour of service before leaving the Marine Corps. This group includes those discharged early for school attendance or the convenience of the government. Also included are those

TABLE 7
LENGTHS OF SERVICE AND BREAKS IN SERVICE

<u>Number of months</u>	<u>Number of Marines:</u>		
	<u>Length of initial service</u>	<u>Length of break in service</u>	<u>Length of subsequent service</u>
1-3	1	94	3
4-6	23	65	4
7-9	9	30	83
10-12	2	19	116
13-15	7	34	309
16-18	6	28	52
19-21	14	16	3
22-24	15	7	4
25-27	113	39	2
28-30	15	23	0
31-33	9	17	0
34-36	18	3	1
37-39	76	20	2
40-42	8	23	0
43-45	22	6	0
46-48	28	3	0
49-51	156	15	1
52 or more	57	113	3
No response	13	37	9
Average length ^a	37-39	22-24	13-15

^aAverage length based on 52-month length for those with 52 months or more in each category.

whose service has been extended to complete a deployment or to schedule a discharge convenient for subsequent civilian plans. It appears that a few (23) men entered the Marine Corps as reservists; they reported 4 to 6 months of active duty prior to leaving. Presumably they left under honorable conditions, since they were allowed to reenlist. A small number of Marines (32) reported that they served 52 or more months prior to discharge. The average length of service before release from active duty was about 38 months, and the median was about 37 months.

The length of time out of service varied from 3 months or less for 94 Marines to more than 4 years for 128 men. The average time out was about 23 months, but about half of the men were away from the Corps 18 months or less. The breaks in service of these men are long enough that we can believe they had enough time to learn about civilian life and to make thorough comparisons with Marine Corps life.

The great majority of men have recently returned to active duty. Eighty-eight percent reported they returned within the past 15 months. The average time since returning was about 14 months. Fifty-three percent were back between 13 and 15 months.

The total active duty service of these men averages about 4 years. The total service figures are balanced with about half above and half below that level.

DEPLOYMENTS

Most of the respondents (66 percent) were deployed overseas prior to their break in service; only 25 percent have been deployed since reenlisting. The majority of the deployments were to the western Pacific (WestPac). Table 8 shows the number of Marines with 0, 1, 2, or more deployments to different locations before and after their break in service. To determine if deployment experience affects career intentions, these Marines (question 15, appendix A) were compared by number of deployments both before and after the break in service (question 17, appendix A). Table 9 shows the results. Of those who never were deployed prior to leaving the Marine Corps, 46 percent now expect to be career Marines. Of those who were, 56 percent expect to be career Marines. The Marines who had first enlistment deployment experience are more likely to have career plans than those who didn't.

This comparison can be carried one step further by investigating career plans of men who have served on deployments since returning to the Marine Corps (see table 9). Specifically, 52 percent who have not deployed since returning are inclined to serve a full career, while 56 percent of those recently deployed have such plans. Apparently, the existing deployment pattern of the Marine Corps has not discouraged those recently deployed from considering career service. This is not to say that many Marines enjoy all aspects of deployments -- perhaps they dislike deployments but have discounted the negative aspects in advance. The long time between deployments may make recent

returnees more inclined to consider extended service. The new unit deployment plan for WestPac may provide a positive appeal to offset unhappiness toward the traditional deployment pattern. It is beyond the scope of this analysis to explore the effect of deployments on retention, but it appears that the experience of prior or recent deployments is not associated with a decline in career motivation.

TABLE 8
DEPLOYMENT EXPERIENCE

Location	Deployments							
	Before break in service				After break in service			
	0	1	2 or more	Total	0	1	2 or more	Total
WestPac	255	276	61	592	502	84	6	592
Mediterranean	512	61	19	592	555	35	2	592
Caribbean	507	64	21	592	559	31	2	592
Any location	201	242	149	592	442	136	14	592

TABLE 9
CAREER PLANS BY DEPLOYMENT EXPERIENCE^a

Deployment experience	Career plans		Total
	Plan to serve until retirement	Do not expect to serve until retirement	
<u>Before break in service (538 reporting):</u>			
No deployments	85 (46)	99	184
One or more	199 (56)	155	354
Total	284	254	
<u>After break in service (541 reporting):</u>			
No deployments	212 (52)	194	406
One or more	76 (56)	59	135
Total	288	253	541

^aNumbers in parentheses are percentages.

THE INITIAL ENLISTMENT DECISION

The Marines surveyed were asked to classify each of eleven selected reasons for enlistment as "very important," "less important," or "not a reason" for their original decision to join the Corps (question 18, appendix A). Table 10 shows the results. The reasons most often cited as "very important" indicate a sense of idealism and desire for adventure not uncommon in 18-year-old recruits. About half of these men listed technical training and GI-Bill benefits as "very important," and about one-third listed material factors such as pay, retirement, and job security. The military draft was not in effect when most of these men enlisted. The majority disclaimed any influence of a recruiter on their enlistment. This point should be of interest to career planners. (In a subsequent section we will see that very few married Marines cited the advice of wives as reason for reenlisting.) Most likely many Marines who are interviewed by a career planner share these same motivations for joining the Corps.

TABLE 10
REASONS FOR JOINING THE MARINE CORPS^a

<u>Reason</u>	<u>Very important reason</u>	<u>Less important reason</u>	<u>Not a reason</u>
Serve my country	430 (77)	95 (17)	36 (6)
Be a Marine	413 (74)	87 (16)	59 (11)
Get technical training	298 (54)	134 (24)	119 (22)
Travel	283 (52)	177 (33)	85 (16)
GI bill benefits	276 (50)	159 (29)	113 (21)
Be on your own	223 (41)	164 (30)	157 (29)
Job security	187 (34)	176 (33)	182 (33)
Pay and benefits	181 (33)	228 (42)	133 (25)
Retirement benefits	165 (31)	174 (32)	202 (37)
Avoid the draft	37 (7)	44 (8)	458 (85)
Convinced by recruiter	32 (6)	77 (14)	427 (80)

^aNumbers in parentheses are percentages.

Marines about to complete their first enlistment and be released from active duty are usually looking forward to time off, a relaxed pace of civilian life, and greener pastures. The following sections will present the comparison of civilian and Marine Corps life as reported by the returning Marines and an analysis of the reasons given for reenlisting.

THE BREAK IN SERVICE
A COMPARISON OF CIVILIAN LIFE WITH MARINE CORPS LIFE

Table 11 summarizes the responses (which are included in appendix B) to the question asking the Marines in the sample to compare several aspects of Marine and civilian life (question 25, appendix A). The respondents acknowledged that choice of home location, housing quality, pay, and working hours and conditions were better in civilian life. However, since all these men returned to the Marine Corps, other factors must have influenced them in its favor. Travel, retirement, leave and medical care were most often cited as advantages of Marine Corps life.

TABLE 11
COMPARISON OF MARINE CORPS AND CIVILIAN LIFE

<u>Aspects that are better in the Marine Corps</u>	<u>Weight^a</u>	<u>Aspects that are better in civilian life</u>	<u>Weight^a</u>
Travel	80	Choice of home in USA	70
Retirement	79	Housing quality	63
Vacation/leave	77	Pay	57
Medical	73	Working hours and conditions	52
Cost of living	48	Opportunity to work in job trained for	42
Promotion and advancement	46	Fair treatment by supervisor	42
Concern of supervisor for your welfare	42	Job skill of coworkers	38
Technical training	40	Recreation opportunities	36
Job satisfaction	39		
Recognition for superior job performance	38		

^aWeight is the percentage of respondents who rated the aspect as best in the Marine Corps (left column) or best in civilian life (right column).

Most young Marines, and especially those who are married, would agree that their goals in life include such things as job satisfaction, promotion, advancement, retirement and medical benefits. If the career planner can encourage the young Marine to seriously consider these aspects of his future goals, the ratings that are shown in this analysis may suggest that such goals can best be achieved in the Marine Corps.

THE MARINE CORPS--CIVILIAN COMPARISON AND RETENTION

Another comparison of Marine Corps and civilian life is shown by responses to a question whose objective was to determine what conditions would more likely motivate returning Marines to again leave the Marine Corps (see question 16, appendix A). The two choices were quite general, and the results are shown in table 12 (see appendix B for the complete data). The appeal of desirable aspects of civilian life would encourage only 27 percent of these men to (again) leave the Corps, while bad aspects of Marine life would need to be created to drive out the other 73 percent. This finding is important for two reasons. First, the Marines who have recently tried civilian life have shown that they found it less desirable not only by their questionnaire responses but also by actually reenlisting. Second, the Marine Corps controls its own fate in this regard, since they would be largely responsible for creating aspects that would have an undesirable influence on the retention of these men.

TABLE 12
REASONS RETURNING MARINES WOULD AGAIN LEAVE THE CORPS

<u>Reason</u>	<u>Number</u> <u>(percentage)</u>
The appeal of good aspects of civilian life	159 (27)
Discontent with bad aspects of Marine Corps life	431 (73)
Total	590

In summary, the career planner can point out that the returning Marines (who are typical of the young Marines ending their first enlistment) tried civilian life, decided to return to the Corps after a median absence of about 18 months, and still feel positive about the Corps after a year of service. More than half now have career plans, while only 18 percent initially had career plans (table 3).

THE REENLISTMENT DECISION

WHY MARINES RETURN TO THE CORPS

Each year almost 2,000 former Marines reenlist in the Corps after a break in service. Analysis of the reasons for reenlistment can provide insights valuable to career planners in counseling first-term Marines prior to their discharge. Each returning Marine was asked to rate nine selected reasons as "very important," "less important," or "not a reason" for returning to the Corps (question 19, appendix A). It is expected that married and single Marines may have different attitudes and concerns which affect the reenlistment decision. Since many of these respondents completed the questionnaire within a year of reenlistment, we shall assume that those now married were either married or considering marriage when they reenlisted. Therefore, these results will be presented by (current) marital status. Table 13 shows the percentage rankings of the nine selected reasons for reenlisting (for complete data see appendix B).

There are predictable differences between the responses of married and single Marines. The two reasons most frequently selected as "very important" by married Marines returning to the Corps were job security, pay and benefits. Single Marines rated travel first and job security second. Both groups missed Marine Corps life and friends, and both rated this reason third.

Both married and single Marines had similar experiences in the civilian job market. Only a small percentage of each group reported they could not find any job. However, almost one-third reported they could not find a good job. Almost half were not satisfied with their civilian job situation. There may have been more men without a good job who did not list that as a "very important" reason for returning to the Marine Corps. Most young Marines leave the Corps with high expectations for civilian life. The unhappy experience of these men in the civilian job market may suggest aspects of the real world to Marines considering reenlistment. The career planner counseling a young Marine who does not have future employment arranged may be able to use the data from this analysis to encourage serious consideration of reenlistment or career-length extension.

It is also valuable to know which reasons for reenlistment are least important. The two choices "didn't like civilian life" and "didn't like civilian job" were selected by about 15 percent as "very important" and ranked last. This finding suggests that these men were not driven back into the Corps by unfavorable civilian conditions. They must have come back for the positive aspects of Corps life; these key aspects seem to be job security, pay, and enjoyable Marine Corps life and friends. The career planner can play a key role in helping young Marines plan for their future by encouraging them to consider these findings. While not all qualified Marines will immediately reenlist, more can be encouraged to return after a break in service if their initial civilian experience is not what they thought it would be.

TABLE 13
REASONS FOR REENLISTMENT BY MARITAL STATUS

Reason for returning to the Marine Corps	Marital status					
	Married		Single		Total	
	rank	weight ^a	rank	weight ^a	rank	weight ^a
Wanted job security	1	58	2	39	1	51
Wanted MC pay and benefits	2	41	4	33	2	38
Missed Corps life and friends	3	34	3	35	3	34
To travel	5	24	1	41	4	31
Couldn't find a good job	4	31	5	30	5	31
Didn't like civilian job	7	17	8	14	6	16
Couldn't find any civilian job	9	14	6	17	7	15
Didn't like civilian life	9	14	8	14	8	14
Wife wanted me to reenlist	6	21	-	N/A	-	N/A

^aWeight is the percentage of all respondents (of marital status indicated) who rated the reason as "very important."

RETURNING MARINES AND THEIR ATTITUDES TOWARD CAREER SERVICE

In this section we will review the attitudes of returning Marines in terms of career possibilities, subsequent reenlistment plans, and specific policy changes that would affect reenlistment. Their attitudes can provide insights useful in career counseling, and may influence first-term Marines approaching the reenlistment decision.

Table 3 shows that only 17 percent of the returning Marines had originally joined the Marine Corps with career intentions. However, 53 percent now expect to serve a full career (question 15, appendix A). This figure is relatively high considering that most are corporals in their fourth year of active duty.

Specific questions were asked about reenlistment plans. A range of five possible answers (no, probably no, undecided, probably yes, and yes) were available, as shown by table 14. The first question was simply "what are your chances of reenlistment?" (see question 21, appendix A). Of the 568 Marines responding to this question, 113 felt certain they would reenlist, and 93 felt certain they would not (for data see question 21, appendix B). Many men were uncertain or leaning toward a reenlistment decision.

TABLE 14
CURRENT REENLISTMENT PLANS

	Chances of reenlistment at end of current enlistment						Propensity to reenlist
	Probably <u>No</u>	Probably <u>no</u>	Undecided	Probably <u>yes</u>	Probably <u>yes</u>	(Total)	
Number of Marines	93	74	148	140	113	(568)	
Propensity to reen- list	.1	.3	.5	.7	.9	-	.54

Probabilities of reenlistment of .1, .3, .5, .7, and .9 were assigned to each of the possible answers (shown by table 14). By multiplying each probability by the number of men indicating the corresponding answer and dividing by the total number of men responding, an index number called "propensity to reenlist" was computed. This number is a weighted average that depends on the assumed probabilities assigned to each of the five answers and on the responses of the men. The overall propensity to reenlist is .54. (This value is consistent with the responses to question 15, which revealed that 53 percent of the respondents thought they would stay in for a 20-year career.)

To better understand the propensity to reenlist, a series of policy changes was suggested. After rating this propensity to reenlist (in question 21), each man was asked to consider each policy change and rate his chances of reenlisting if that policy change were adopted. The results are presented in the following section.

MARINE CORPS POLICY CHANGES AND REENLISTMENT

A wide range of potential policy changes was selected for use in the questionnaire. While some of these hypothetical changes are not feasible or desirable, they do provide a framework within which reenlistment intentions can be studied. By comparing the basic propensity to reenlist (from table 14) with each adjusted propensity to reenlist, we can estimate the relative reenlistment effect of dissimilar types of policy changes. This comparison gives insight into the interests of the returning Marines and provides an indirect comparison of Marine Corps and civilian life. This information may be useful in Marine Corps policy planning, since those responding indicated that if they do leave, it would be because of "bad things about the Marine Corps" rather than the appeal of civilian life (question 16, appendix B). Based on this analysis, and the analysis of reference 1, it appears that the Marine Corps can affect retention through policy changes with relative indifference to conditions in civilian life.

Most of the hypothetical policy changes were selected to appeal to some or all of the returning Marines. Table 15 shows the propensity to reenlist for each hypothetical policy change (see appendix B for data). It is surprising that some of these changes were found to cause a (reported) net decrease in reenlistment. Three of the hypothetical changes generated a propensity to enlist of less than .40, considerably below the level of .54 when no policy changes were offered.

The three most negative policy changes were relaxed weight and physical fitness standards (.34), relaxed standards in general (.34), and fewer technical and troop inspections (.38). Six of the changes resulted in a reduced propensity to reenlist of between .40 and .48. These results also reveal little enthusiasm for relaxed standards (such as haircuts and uniforms). It is interesting that both "less travel" and "more travel" were rated as discouraging reenlistment.

The option "no more unaccompanied WestPac tours" was rated as having no effect on reenlistment (propensity to reenlist of .54 with or without this change). There was, however, an important difference in reenlistment intentions. Table 16 shows the percentage distribution of reenlistment intentions over the five possible responses for two questions. Although the propensity or weighted average of reenlistment intentions are the same for the two questions, the pattern of actual responses is quite different. The first line of table 15 shows the percentage distribution of responses to the unconditional question "what are your chances of reenlistment?" Twenty percent of those responding indicated "yes," and 16 percent said "no." The undecided group was 26 percent of the total, and 64 percent when the "probably" responses were included. The second line of table 16 shows how stated reenlistment intentions shift when an end to unaccompanied WestPac tours is suggested. There is an increase in both "yes" (from 20 to 32 percent) and "no" (from 16 to 23 percent) responses under the change of WestPac tour policy, and the size of the undecided group declines from 26 to 17 percent. When the "probably" and "undecided"

TABLE 15
HYPOTHETICAL POLICY CHANGES AND REENLISTMENT

<u>Hypothetical policy change</u>	<u>Propensity to reenlist</u>
More choice of duty station	.75
Better pay (25-percent increase)	.73
More choice of job assignment	.71
Extra pay for high proficiency in MOS	.70
Resign or quit whenever you want	.68
Reenlistment bonus of several thousand dollars	.68
More off-duty education opportunity	.66
Better medical benefits	.66
Except during national emergencies, an 8-hour day	.64
Promotion based on technical MOS tests	.62
Less travel away from family	.61
Better pay (10-percent increase)	.61
Faster promotions	.60
Plenty of good on-base housing	.59
Fewer work details outside your MOS	.57
Better special services facilities	.55
No more unaccompanied WestPac tours	.54
Less travel, deployments, and TAD	.48
More men assigned for work in your MOS	.47
Relaxed regulations on haircut and dress	.45
Fewer uniform and personal inspections	.44
Unit run more "by the book"	.44
More travel, deployments, and TAD	.43
Fewer technical and shop inspections	.38
Looser unit (relaxed standards)	.34
Less emphasis on physical fitness & weight standards	.34
No response	

responses are considered together, the elimination of the WestPac tour reduces the "not sure" group from 64 to 46 percent of the total. This net decline of (about) 18 percent in the uncertain group is distributed (about) 12 percentage points to "yes" and (about) 7 percentage points to "no." It appears then that the elimination of unaccompanied WestPac tours would encourage some Marines in our sample to reenlist but would discourage others. This policy change would encourage more men than it would discourage.

TABLE 16
REENLISTMENT INTENTIONS AND THE WESTPAC TOUR
(Percent)

<u>Question</u>	<u>No</u>	<u>Choices of reenlistment</u>			<u>Propensity to reenlist</u>	
		<u>Probably no</u>	<u>Undecided</u>	<u>Probably yes</u>		
Current chances of reenlistment	16	13	26	25	20	54
Chances of reenlistment if unaccom- panied WestPac tours are eliminated	23	13	17	16	32	54

POLICY CHANGES TO ENCOURAGE REENLISTMENT

Some of the hypothetical policy changes have a significant positive effect on (reported) reenlistment intentions. The change that most affected the reported propensity to reenlist was "more choice of duty station" (propensity of .75). (For an analysis of enlistment incentives, see the Marine Corps Enlistment Guarantee Study, reference 2.) Other very popular policy changes are a large pay increase (.73), more job choice (.71), job proficiency pay (.70), a large reenlistment bonus (.68), and an indefinite length reenlistment (.68). See appendix B for a listing of the hypothetical policy changes and the responses.

Analysis of the responses to these suggested policy changes reveals two significant findings. First, policy changes that relax Marine Corps standards or simply make life easier do not encourage reenlistment among the broken-service personnel in this sample and even discourage it. Second the policy changes most likely to have a positive effect

on the reenlistment of these broken-service Marines are those that give the Marine more choice of duty or station, large pay or reenlistment bonus increases, or recognition for technical competence.

PROFILES OF RETURNING MARINES AND CAREER PLANNING STRATEGY

CAREER PLANNING STRATEGY

The career planner contributes directly to the Marine Corps in several ways:

- He provides information and assistance in reenlisting Marines.
- He can favorably affect the attitudes of former Marines toward the Corps.
 - This function is especially important since these former Marines will be living and working in situations where they can affect the enlistment decisions of young men and women. He can help a former Marine become an effective recruiter.
- He can inform the Marine about the Organized Marine Corps Reserve, including pay, benefits, and units available in the vicinity of his home.
- He can expose Marines leaving the Corps to the idea of reenlisting after a break in service.
 - All former Marines are contacted by local recruiters after they have been in the civilian community for a week, a month, and six months, providing the opportunity for reenlistment. The eligible former Marine is more likely to seriously consider reenlistment if the career planner has set the stage by making him aware of the availability and conditions of reenlistment.

The findings of this analysis can help the career planner be more effective in generating additional Marine Corps service in the form of immediate reenlistments, immediate service in the Marine Corps Reserve, subsequent reenlistment in the Regular Marine Corps after a break in service, and future enlistments of other young men and women who are influenced by former Marines. The efficient career planner actually may generate more future regular and reserve Marine Corps service from those who do not immediately reenlist than from those who reenlist without a break in service.

The following section will present several profiles of returning Marines. These profiles represent typical Marines completing a first enlistment and reaching the reenlistment decision point. They differ slightly in their reasons for joining the Corps, their experience during the break in service, and their attitudes toward career service. The career planner may develop slightly different approaches in dealing with them.

We have seen from the responses that very few acknowledge much influence of the recruiter (table 10) or their wife (table 4) on their reenlistment decision. Sometimes people who have made up their mind on a personal decision resist contrary advice from someone else. The career planner should recognize such resistance where he finds it and not argue or necessarily accept a negative response. This analysis provides the career planner with an alternative based on the actual experience of young Marines rather than

the advice of career planners or officers. This alternative is based on five key elements:

- Young Marines being interviewed have much in common with returning Marines who have left the Corps.
- Returning Marines tried civilian life for about one year.
- Returning Marines have life goals of taking good care of their families, of a rewarding job with good advancement, and of a secure retirement.
- Returning Marines were not satisfied with civilian life and have reenlisted in the Corps.
- Most returning Marines now plan a Marine Corps career even though very few of them (18 percent) originally planned a career.

If the career planner's client will admit that he shares some fundamental beliefs with these returning Marines, then he may be willing to consider hearing what they reported after trying civilian life. If so, he may agree that his future goals for his family and his vocation also are similar. This third-party comparison may encourage a mature Marine to consider more seriously the advantages of the Marine Corps. If the career planner can bring his client along this far, the young Marine may well start his own process of reconsideration, which could result in an immediate or a broken service reenlistment or referrals of others to the Marine Corps.

PROFILES OF THE RETURNING MARINES

The questionnaire responses have been grouped into several categories that represent the different types of Marines encountered by career planners. The categories are based on occupational field, rank, marital status, original service plans, and reasons for original enlistment.

Table 17 shows a profile of Marines in four selected occupational field groupings, which include two-thirds of all Marines in the data sample. Most are married. Relatively few intended to be career Marines when they first joined the Corps, and the technicians were the least career-oriented (9 percent). Many of these Marines now expect to serve until retirement. While technicians are still less likely than others to plan a career (45 percent), the current career intentions of each group have increased significantly since their first enlistment. Most had deployment experience prior to leaving the Corps (59 to 78 percent), while few have deployed since returning (18 to 33 percent). Relatively few of these Marines would again leave the Corps because of the appeal of civilian life (24 to 29 percent).

Table 18 shows the same characteristics of Marines in several descriptive categories. Married Marines are more inclined to plan career service than are single men, although each group is more career-oriented than was the case upon initial enlistment. Single Marines are more likely than married Marines to have been deployed since reenlistment (34 versus 20 percent), although they were less likely to have deployed before their break in service (60 versus 69 percent). (These results may reflect only that married Marines

TABLE 17

OCCUPATIONAL PROFILE OF RETURNING MARINES

Characteristics	Occupational group (percentages)			
	Infantry	Supply and motor transport	Communication and administration	Technicians ^a
Left Corps while rank below SGT	62	66	60	47
Married	62	70	56	60
Original Career intentions:				
Serve full career	21	18	21	9
Serve one enlistment and decide	57	57	60	55
Serve one enlistment only	21	25	19	36
Now inclined to serve full career	53	55	51	45
Deployment experience:				
Marines with a deployment before break in service	78	59	70	64
Marines with a deployment since reenlistment	30	31	18	33
Would again leave the Corps for the good things of civilian life	29	28	26	24
(Number of returning Marines)	(131)	(91)	(96)	(76)

^aTechnicians include those in occupational fields (OF) of aviation maintenance (OF 60, 61), avionics (OF 66), electronics maintenance (OF 59), and telecommunications maintenance (OF 28).

TABLE 18
DESCRIPTION PROFILE OF RETURNING MARINES

Characteristics	Descriptive group (Percentages)			Original Enlistment Reason ^b					
	Married	Single	Sergeants ^a		Original Service Plan	Serve one enlist- ment & then decide	Serve one enlistment only	To get tech- nical training	To serve my country
Left Corps while rank below SGT	52	69	0	56	60	62	64	62	58
Married	100	0	72	64	59	64	65	65	65
Original career intentions:									
Serve full career	19	15	16	0	0	17	20		
Serve one enlistment & decide	57	57	60	100	0	61	59		
Serve one enlistment only	24	29	24	0	100	22	21		
Now inclined to serve full career	60	42	62	53	46	52	55		
Deployment experience:									
Prior to break in service	69	60	75	68	63	62	67		
Since reenlistment	20	34	23	24	29	26	23		
Would again leave the Corps for the good things of civilian life	25	30	23	29	28	28	25		
(Number of returning Marines)	(369)	(221)	(235)	(337)	(150)	(298)	(430)		

^aSergeants - those who attained the rank of Sergeant prior to their break in service.

^bThese categories include all returning Marines who listed each reason as "very important" to their original enlistment decision.

are older and served longer before their break in service.) Returning Marines who reached the rank of Sergeant before their break in service are more likely to plan career service (62 percent) than any other group listed. Summary data for Marines who originally enlisted without career plans are shown because most young Marines are in this category. Marines who entered the Corps with different motivations (technical training or service to the country) are shown to differ little in terms of current career service plans.

Tables 19 and 20 show more details on the reasons these groups of Marines first enlisted and the reasons they reenlist after a break in service. A comparison of differences between groups will reveal differences of attitudes that may guide the career planner in developing a strategy for dealing with different types of clients. More importantly, a comparison of reasons for enlisting and for reenlisting within the same group can help explain the evolution or maturity of interests, as these men experienced civilian life and then decided that the Marine Corps could offer them a better future. For instance, only about 30 percent of each group enlisted for job security, but 50 percent of each group reenlisted for this reason. About half of each group enlisted to travel, but only one-quarter gave this reason for reenlisting.

Interesting comparisons can be found within occupational or descriptive groups. Technicians were most encouraged to enlist by the chance to get technical training (63 percent), and they were the group least encouraged to enlist by pay and benefits (22 percent) and retirement benefits (13 percent). Technicians who reenlisted missed Marine Corps life and friends less than any other group (only 16 percent), and very few didn't like civilian life (only 4 percent). Only 12 percent said they couldn't find a job; however, they all returned to the Corps, and 49 percent of them cited job security as a major reason.

The characteristics described by these tables will not apply to every Marine in the group, but they can serve as a guide. This data, when combined with a knowledge of the qualifications and goals of the client, can help the career planner to provide an essential service both to the young Marine and to the Marine Corps.

TABLE 19

REASONS FOR ENLISTING AND REENLISTING: OCCUPATIONAL GROUPS
(Percentage selecting reason as very important)

Reason for joining the Marine Corps	Occupational group			
	Infantry	Supply and motor transport	Communication and administration	Technicians ^a
Get technical training	52	47	45	63
Be on my own	43	43	41	33
Travel	56	38	50	47
Job security	31	38	32	29
GI bill benefits	54	31	54	46
Retirement benefits	28	40	30	13
To be a Marine	84	69	69	57
To serve my country	84	73	74	54
Pay and benefits	32	33	32	22
Recruiter convinced me	7	4	3	7
Reason for returning to the Corps				
Missed Corps life and friends	39	29	33	16
Travel	32	23	27	24
Couldn't find any job	14	21	17	12
Couldn't find a good job	26	25	27	33
Didn't like civilian life	15	18	8	4
Didn't like civilian job	16	11	17	13
Pay and benefits	31	35	39	30
Job security	40	51	50	49

^a Technicians include those in occupational fields (OF) of aviation maintenance (OF 60, 61), avionics (OF 66), electronics maintenance (OF 59), and telecommunications maintenance (OF 28).

TABLE 20
REASON FOR ENLISTING AND REENLISTING: DESCRIPTIVE GROUPS
(Percentage selecting reason as very important)

Reason for joining the Marine Corps	Descriptive group			Original Enlistment Reason ^b		
	Married	Single	Sergeants ^a	Serve one ment & then decide	Serve one enlistment only	To get technical training
Get technical training	51	48	46	55	44	100
Be on my own	36	41	36	39	44	40
Travel	46	21	46	50	47	57
Job security	33	29	29	33	29	42
GI bill benefits	45	50	43	46	53	57
Retirement benefits	33	20	26	24	10	38
To be a Marine	72	67	72	73	57	70
To serve my country	76	67	72	77	61	77
Pay and benefits	31	29	25	31	26	39
Recruiter convinced me	05	05	07	04	11	06
Reason for returning to Marine Corps						05
Missed Corps life and friends	32	32	37	33	22	32
Travel	22	38	26	28	29	35
Couldn't find a job	13	15	11	15	13	31
Couldn't find a good job	28	27	28	26	33	18
Didn't like civilian life	13	12	14	12	10	14
Didn't like civilian job	15	12	16	16	13	12
Pay and benefits	37	30	34	34	35	38
Job security	54	36	47	49	46	54

^aSergeants - those who attained the rank of Sergeant prior to their break in service.

^bThese categories include all returning Marines who listed each reason as "very important" to their original enlistment.

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1. Center for Naval Analyses, Memorandum (CNA)76-3094, "Helicopter Technician Analysis," by W. T. Matthews and Steve Verna, Unclassified, 10 Dec 1976
2. Center for Naval Analyses, Study 1056, "Marine Corps Enlistment Guarantee," by C. B. Barfoot, W. H. Sims, and S. W. Klein, Unclassified, Apr 1975

APPENDIX A
APPENDIX A
SURVEY OF MARINES WITH BREAK IN SERVICE
SURVEY OF MARINES WITH BREAK IN SERVICE

CONFIDENTIAL SURVEY OF MARINES WITH BREAK IN SERVICE

This survey will help the Marine Corps improve recruiting and retention programs, and it may lead to changes in Marine Corps policy. Please answer all questions to the best of your ability but do not sign your name.

8

1. Your primary MOS now?	4																																																																																															
2. Your primary MOS when you left the Corps?																																																																																																
3. Your grade now?	<input type="checkbox"/>																																																																																															
4. Your grade when you left the Corps? PVT-PFC	<input type="checkbox"/> LCPL	<input type="checkbox"/> CPL	<input type="checkbox"/> SGT	<input type="checkbox"/> SNCO	10																																																																																											
5. How long were you in the Corps before separating?	years and	months																																																																																														
6. How long were you out of the Corps?	years and	months																																																																																														
7. How long have you been back in the Corps?	years and	months																																																																																														
8. How much <i>total</i> active duty time do you now have?	years and	months			22																																																																																											
<table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%; text-align: center;">Yes</th> <th style="width: 20%; text-align: center;">No</th> </tr> </thead> <tbody> <tr> <td>9. Are you married?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>10. Are you working in the MOS you trained for?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>11. Have you benefited from being in the Marine Corps?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: right;">25</td> </tr> <tr> <td>12. Do you feel you earn your pay?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>13. Do you feel your unit is important to the Corps and the country?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>14. Did you first join the Corps to: (select only one)</td> <td colspan="4"></td> <td></td> </tr> <tr> <td> a. Be a career Marine</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> <td></td> <td></td> </tr> <tr> <td> b. Serve one enlistment and then decide about reenlisting</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> <td></td> <td></td> </tr> <tr> <td> c. Serve one enlistment and get out</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: right;">30</td> <td></td> <td></td> </tr> <tr> <td>15. Do you think you will now stay in the Corps until retirement (20+ years)?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> <td></td> <td></td> </tr> <tr> <td>16. If you don't stay in the Corps, will it be because you are:</td> <td colspan="4"></td> <td></td> </tr> <tr> <td> a. Pulled out by good things about civilian life?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> <td></td> <td></td> </tr> <tr> <td> b. 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18. Why did you first join the Marine Corps?

	Yes, very important reason	Less important reason	No not a reason	
a. To avoid the draft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	42
b. To get technical training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. To be on my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. To travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	45
e. For job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. For GI bill benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. For a career with a good retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i. To be a Marine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
j. To serve my country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50
k. Pay and benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
l. Recruiter convinced me to join	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

19. After your break in service, why did you come back into the Marine Corps?

a. Missed Marine Corps life and friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. To travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Couldn't find any job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	55
d. Couldn't find a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Didn't like civilian life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Didn't like civilian job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. Wanted Marine Corps pay and benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. Wife wanted me to re-join	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	60
i. Wanted job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

20. Rate your satisfaction with your current benefits; then rate

their importance to you:

	Satisfaction			Importance		
	high	medium	low	high	medium	low
a. reenlistment bonus program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 62	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 63
b. medical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. special services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. pay and allowances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. 20-year retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 70	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 71
f. technical training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. career counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. on-base family housing or barracks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. other (write in) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 78	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 79

	No	Probably		Probably		1
		no	Undecided	Yes	Yes	
21. When your current enlistment ends, what are your chances of reenlistment?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
22. If you do not intend to reenlist, would these Marine Corps policy changes make you change your mind and reenlist?	No	Probably no	Undecided	Probably Yes	Yes	
a. plenty of good on-base family housing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. unit run more "by the book"		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. less travel away from family		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. more choice of job assignment		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5
e. promotion based on technical MOS tests		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. reenlistment bonus of several thousand dollars		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. less emphasis on physical fitness and weight standards		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. more off-duty education opportunity		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i. extra pay for high proficiency in MOS (pro pay)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10
j. better medical benefits		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
k. better special services facilities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
l. more choice of duty station		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
m. better pay (25 percent increase)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
n. more travel, deployments and TAD		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15
o. looser unit (relaxed standards)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
p. fewer work details outside your MOS		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
q. fewer uniform and personal inspections		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
r. relaxed regulations on haircut and dress		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
s. no more unaccompanied WestPac tours		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	20
t. more men assigned for work in your MOS		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
u. less travel, deployments and TAD		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
v. better pay (10 percent increase)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
w. except during national emergencies, an 8-hour work day		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
x. faster promotions		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25
y. fewer technical and shop inspections		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
z. suppose that instead of reenlisting or extending your enlistment for a set length of time, you could stay in your job and resign or quit whenever you wanted.						
Would you then stay in the Marine Corps for a while after your enlistment ends?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
aa. other (write in)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
23. If you do not intend to reenlist, which single change would most encourage you to change your mind and reenlist? (write letter code)						30

24. Do you think the Marine Corps will seriously consider any of these changes?	Yes	No	
	<input type="checkbox"/>	<input type="checkbox"/>	31
25. For each of the following areas, compare your Marine Corps life with your life as a civilian.			
	Better as Marine	About the same	Better as civilian
a. recreation opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. fair treatment by supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. working conditions and hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. concern of supervisors for your welfare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. travel opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. vacation or leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. promotion and advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. satisfaction with your job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. medical care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. choice of where you live in the USA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. job skill of people you work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. happiness of your wife	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. technical training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. recognition for superior job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. quality of housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. opportunity to work in job trained for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. other (write in)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. How do you feel about current Marine Corps regulations on:			
	Too strict	OK	Too loose
a. personal appearance and behavior?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. shop procedures and record-keeping?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. military discipline and tradition?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. other? (write in)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			55

APPENDIX B
TABULATION OF QUESTIONNAIRE RESPONSES

1,2. What was your MOS before break in service and after re-enlistment?

<u>Occupational field</u>	<u>Before break in service</u>	<u>After re-enlistment</u>
01 Personnel & administration	42	47
02 Intelligence	2	5
03 Infantry	131	116
04 Logistics	2	3
08 Field artillery	24	24
11 Utilities	9	9
13 Engineer, construction	32	31
14 Drafting, surveying	3	3
15 Printing & reproduction	1	0
18 Tank & amphibian tractor	10	11
21 Ordnance	9	10
23 Ammunition	2	2
25 Operational communications	56	49
26 Ground electronic warfare	0	2
28 Telecommunications maintenance	8	7
30 Supply	40	46
31 Transportation	1	2
32 Repair services	2	2
33 Food service	21	23
34 Finance	9	9
35 Motor transport	51	53
40 Data systems	5	6
43 Public affairs	2	3
44 Legal services	2	4
46 Photography	1	2
49 Training	2	2
55 Band	3	1
57 Nuclear, biological, chemical	1	1
58 Police & corrections	12	12
59 Electronics maintenance	1	0
60 Aircraft maintenance (fixed wing)	40	39
61 Aircraft maintenance (rotary wing)	12	15
62	6	0
64	2	0
65 Aviation ordinance	5	4
66 Avionics	15	23
67	2	0
68 Weather service	1	1
70 Aviation operations	7	7
71	1	0
72 Air control	1	3

1,2. (Cont'd)

<u>Occupational field</u>	<u>Before break in service</u>	<u>After re-enlistment</u>
73 Air traffic control	1	2
85 (8511) Drill instructor	3	2
86 (8654) Reconnaissance man	1	1
98 (9811) Band of the U.S.M.C.	0	1
No response	10	8

3. Your grade now?

PVT-PFC	38	(6.5%)
LCPL	124	(21.3%)
CPL	180	(30.9%)
SGT	225	(38.6%)
SNCO	16	(2.7%)
No response	9	

4. Your grade when you left the Corps?

PVT-PFC	34	(6.0%)
LCPL	103	(18.3%)
CPL	192	(34.0%)
SGT	217	(38.5%)
SNCO	18	(3.2%)
No response	28	

5,6,7,8. What was the length of time in each status?

<u>Years and months</u>	<u>In Corps before separating</u>	<u>Out of Corps</u>	<u>Back in Corps</u>	<u>Total active duty time</u>	
0	0-2	0	66	2	0
0	3-5	9	73	2	0
0	6-8	21	38	45	2
0	9-11	5	31	157	5
1	0-2	6	31	251	17
1	3-5	2	22	106	12
1	6-8	13	20	5	11
1	9-11	21	12	6	7
2	0-2	107	33	2	5
2	3-5	12	17	0	8
2	6-8	13	24	0	14

5,6,7,8. (Cont'd)

<u>Years and months</u>	<u>In Corps before separating</u>	<u>Out of Corps</u>	<u>Back in Corps</u>	<u>Total active duty time</u>
2	9-11	23	8	31
3	0-2	72	18	47
3	3-5	9	12	21
3	6-8	12	17	13
3	9-11	41	5	22
4	0-2	146	11	49
4	3-5	16	7	23
4	6-8	10	8	23
4	9-11	4	7	55
5	0-2	5	19	83
5	3-5	0	3	38
5	6-8	1	9	20
5	9-11	4	5	10
6 years or more		27	59	61
No response		13	37	15

9. Are you married?

Yes	369	(62.5%)
No	221	(37.5%)
No response	2	

10. Are you working in the MOS you trained for?

Yes	417	(71.6%)
No	165	(28.4%)
No response	10	

11. Have you benefited from being in the Marine Corps?

Yes	494	(85.6%)
No	83	(14.4%)
No response	15	

12. Do you feel you earn your pay?

Yes	548	(93.7%)
No	37	(6.3%)
No response	7	

13. Do you feel your unit is important to the Corps and the country?

Yes	520	(92.0%)
No	45	(8.0%)
No response	27	

14. Did you first join the Corps to:

- a) Be a career Marine: 104 (17.6%)
- b) Serve one enlistment and then decide about re-enlisting: 337 (57.0%)
- c) Serve one enlistment and get out: 150 (25.4%)

No response: 1

15. Do you think you will now stay in the Corps until retirement?

Yes	288	(53.1%)
No	254	(46.9%)
No response	50	

16. If you don't stay in the Corps will it be because you are:

- a) Pulled out by good things about civilian life: 159 (26.9%)
- b) Pushed out by bad things about Corps life: 431 (73.1%)

No response: 2

17. How many deployments have you been on?

Number of deployments: 0 1 2 3 4 5 6 7 8

To WESTPAC

Before break in service	255	276	49	10	2	0	0	0	0
After break in service	502	84	5	1	0	0	0	0	0

To Mediterranean

Before break in service	512	61	13	4	1	0	0	0	0
After break in service	555	35	2	0	0	0	0	0	0

17. (Cont'd)

Number of deployments:	0	1	2	3	4	5	6	7	8
To Caribbean									
Before break	507	64	13	4	3	0	1	0	0
in service									
After break	559	31	2	0	0	0	0	0	0
in service									
Total deployments									
Before break	201	242	87	39	14	5	1	1	2
in service									
After break	442	136	7	3	3	0	0	1	0
in service									

18. Why did you first join the Marine Corps?

	<u>Yes, very important reason</u>	<u>Less important reason</u>	<u>No not a reason</u>
To avoid the draft	37 (6.9%)	44 (8.2%)	458 (85.0%)
For technical training	298 (54.1%)	134 (24.3%)	119 (21.6%)
To be on my own	223 (41.0%)	164 (30.1%)	157 (28.9%)
To travel	283 (51.9%)	177 (32.5%)	85 (15.6%)
For job security	187 (34.3%)	176 (32.3%)	182 (33.4%)
For GI bill benefits	276 (50.4%)	159 (29.0%)	113 (20.6%)
For a career with a good retirement	165 (30.5%)	174 (32.2%)	202 (37.3%)
To be a Marine	413 (73.9%)	87 (15.6%)	59 (10.6%)
To serve my country	430 (76.6%)	95 (16.9%)	36 (6.4%)
Pay and benefits	181 (33.4%)	228 (42.1%)	133 (24.5%)
Recruiter convinced me to join	32 (6.0%)	77 (14.4%)	427 (79.7%)

19. After your break in service, why did you come back into the Marine Corps?

	<u>Yes, very important reason</u>	<u>Less important reason</u>	<u>No not a reason</u>
Missed Marine Corps life and friends	189 (34.5%)	158 (28.8%)	201 (36.7%)
To travel	164 (30.4%)	162 (30.1%)	213 (39.5%)
Couldn't find any job	81 (15.3%)	77 (14.5%)	373 (70.2%)
Couldn't find a good job	165 (30.6%)	91 (16.9%)	284 (52.6%)
Didn't like civilian life	75 (13.9%)	108 (20.1%)	355 (56.0%)
Didn't like civilian job	84 (15.7%)	134 (25.0%)	318 (59.3%)
Wanted Marine Corps pay and benefits	204 (37.8%)	150 (27.8%)	185 (34.3%)
Wife wanted me to re-join	78 (14.8%)	80 (15.2%)	368 (70.0%)
Wanted job security	279 (51.0%)	121 (22.1%)	147 (26.9%)

20. Rate your satisfaction with your current benefits; then rate their importance to you:

	<u>High</u>	<u>Medium</u>	<u>Low</u>
Re-Enlistment bonus program Satisfaction	64(11.6%)	134(24.3%)	353(63.9%)
Importance	308(58.3%)	105(19.9%)	115(21.8%)
Medical Satisfaction	273(48.1%)	219(38.6%)	76(13.4%)
Importance	445(81.1%)	90(16.4%)	14(2.6%)
Special services Satisfaction	134(23.4%)	273(47.7%)	165(28.8%)
Importance	191(35.2%)	240(44.3%)	111(20.5%)
Pay and allowances Satisfaction	164(28.6%)	320(55.7%)	90(15.7%)
Importance	425(78.1%)	105(19.3%)	14(2.6%)

20. (Cont'd)

	<u>High</u>	<u>Medium</u>	<u>Low</u>
20 year retirement			
Satisfaction	264(46.7%)	184(32.6%)	117(20.7%)
Importance	338(62.7%)	114(21.2%)	87(16.1%)
Technical training			
Satisfaction	191(33.7%)	184(32.5%)	192(33.9%)
Importance	392(72.9%)	100(18.6%)	46(8.6%)
Career counseling			
Satisfaction	84(14.9%)	193(34.3%)	285(50.7%)
Importance	260(48.2%)	165(30.6%)	114(21.2%)
On-base family housing or barracks			
Satisfaction	71(12.6%)	124(22.0%)	368(65.4%)
Importance	362(67.3%)	71(13.2%)	105(19.5%)

21. When your current enlistment ends, what are your chances of re-enlistment?

<u>No</u>	<u>Probably no</u>	<u>Undecided</u>	<u>Probably yes</u>	<u>Yes</u>	<u>Propensity to re-enlist</u>
93	74	148	140	113	.54

22. If you do not intend to re-enlist, would these Marine Corps policy changes make you change your mind and re-enlist?

<u>Question</u>	<u>No</u>	<u>Probably no</u>	<u>Undecided</u>	<u>Probably yes</u>	<u>Yes</u>	<u>Propensity to re-enlist</u>
a. Plenty of good on-base family housing	72	71	65	189	136	.59
b. Unit run more "by the book"	139	125	86	110	72	.44
c. Less travel away from family	82	61	49	159	184	.61
d. More choice of job assignment	37	28	40	191	245	.71
e. Promotion based on technical MOS tests	75	63	60	147	193	.62
f. Re-enlistment bonus of several thousand dollars	49	46	57	158	231	.68
g. Less emphasis on physical fitness & weight standards	260	100	52	55	69	.34
h. More off-duty education opportunity	58	47	51	161	223	.66
i. Extra pay for high proficiency in MOS	43	28	44	187	239	.70
j. Better medical benefits	63	43	43	173	212	.66
k. Better special service facilities	92	87	91	133	138	.55
l. More choice of duty station	29	18	25	176	296	.75
m. Better pay (25-percent increase)	31	28	43	163	269	.73
n. More travel, deployment and TAD	187	98	77	84	95	.43
o. Looser units (relaxed standards)	255	96	61	70	55	.34
p. Fewer work details outside your MOS	113	60	58	135	169	.57
q. Fewer uniform & personal inspections	169	107	64	109	87	.44

22. (Cont'd)

<u>Question</u>	<u>No</u>	<u>Probably no</u>	<u>Undecided</u>	<u>Probably yes</u>	<u>Yes</u>	<u>Propensity to re-enlist</u>
r. Relaxed regulations on haircut & dress	190	80	49	111	113	.45
s. No more unaccompanied WESTPAC tours	124	70	89	85	171	.54
t. More men assigned for work in your MOS	152	84	97	88	113	.47
u. Less travel, deployment and TAD	158	79	86	95	117	.48
v. Better pay (10-percent increase)	84	44	59	176	170	.61
w. Except during national emergencies, an 8-hour work day	73	50	49	149	216	.64
x. Faster promotions	90	55	58	156	177	.60
y. Fewer technical & shop inspections	199	108	100	78	52	.38
z. Suppose that instead of re-enlisting or extending your enlistment for a set length of time, you could stay in your job and resign or quit whenever you wanted. Would you then stay in the Marine Corps for a while after your enlistment ends?	64	32	55	116	260	.68

23. If you do not intend to re-enlist, which single change would most encourage you to change your mind and re-enlist?

a. Plenty of good on-base housing:	16	(4.6%)
b. Unit run more "by the book":	10	(2.9%)
c. Less travel away from family:	26	(7.5%)
d. More choice of job assignment:	18	(5.2%)
e. Promotion based on technical MOS tests:	19	(5.5%)
f. Re-enlistment bonus of several thousand dollars:	29	(8.4%)
g. Less emphasis on physical fitness & weight standards:	3	(0.9%)
h. More off-duty education opportunity:	13	(3.8%)
i. Extra pay for high proficiency in MOS:	11	(3.2%)
j. Better medical benefits:	2	(0.6%)
k. Better special services facilities:	0	(0.0%)
l. More choice of duty station:	27	(7.8%)
m. Better pay (25-percent increase):	44	(12.7%)
n. More travel, deployments and TAD:	6	(1.7%)
o. Looser unit (relaxed standards):	10	(2.9%)
p. Fewer work details outside your MOS:	3	(0.9%)
q. Fewer uniform and personal inspections:	5	(1.5%)
r. Relaxed regulations on haircut and dress:	20	(5.9%)
s. No more unaccompanied WESTPAC tours:	18	(5.2%)
t. More men assigned for work in your MOS:	2	(0.6%)
u. Less travel, deployments and TAD:	3	(0.9%)
v. Better pay (10-percent increase):	3	(0.9%)
w. Except during national emergencies, an 8-hour day:	13	(3.8%)
x. Faster promotions:	16	(4.6%)
y. Fewer technical and shop inspections:	0	(0.0%)
z. Resign or quit whenever you want:	29	(8.4%)
No response:	245	

24. Do you think the Marine Corps will seriously consider any of these changes?

Yes	256	(47.8%)
No	280	(52.2%)
No response	55	

25. For each of the following areas, compare your Marine Corps life with your life as a civilian:

	<u>Better as Marine</u>	<u>About the same</u>	<u>Better as civilian</u>
a. Recreation opportunities	148(25.4%)	228(39.1%)	207(35.5%)
b. Fair treatment by supervisors	123(21.1%)	212(36.4%)	247(42.4%)
c. Working conditions & hours	113(19.3%)	168(28.8%)	303(51.9%)
d. Concern of supervisors for your welfare	244(42.1%)	181(31.3%)	154(26.6%)
e. Travel opportunity	467(79.7%)	74(12.6%)	45(7.7%)
f. Vacation or leave	441(75.6%)	96(16.5%)	46(7.9%)
g. Promotion & advancement	265(45.8%)	153(26.4%)	161(27.8%)
h. Pay	115(19.9%)	134(23.2%)	329(56.9%)
i. Satisfaction with your job	228(39.9%)	187(32.2%)	166(28.6%)
j. Medical care	425(72.8%)	80(13.7%)	79(13.5%)
k. Choice of where you live in USA	90(15.5%)	90(15.5%)	400(69.0%)
l. Job skill of people you work with	131(22.8%)	223(38.9%)	220(38.3%)
m. Happiness of your wife	122(27.1%)	130(28.8%)	199(44.1%)
n. Technical training	230(39.9%)	175(30.4%)	171(29.7%)
o. Recognition for superior job performance	219(38.0%)	177(30.7%)	181(31.4%)
p. Retirement benefits	456(78.4%)	81(13.9%)	45(7.7%)
q. Quality of housing	76(13.2%)	138(24.0%)	361(62.8%)
r. Opportunity to work in job trained for	153(26.5%)	183(31.7%)	242(41.9%)
s. Cost of living	279(48.2%)	199(34.4%)	101(17.4%)

26. How do you feel about current Marine Corps regulations on:

	<u>Too strict</u>	<u>OK</u>	<u>Too loose</u>
a. Personal appearance and behavior	126(21.6%)	301(51.5%)	157(26.9%)
b. Shop procedures and record-keeping	41(7.0%)	389(66.7%)	153(26.2%)
c. Military discipline and tradition	99(17.1%)	264(45.5%)	217(37.4%)